

**TOWN OF DAVIE
GOAL SETTING SESSION
MAY 15, 2007**

The meeting was called to order at 9:06 a.m. and was followed by the Pledge of Allegiance.

Present at the meeting were Mayor Truex, Vice-Mayor Caletka, and Councilmembers Crowley, Luis and Starkey. Also present were Town Administrator Gary Shimun and Town Clerk Muniz recording the meeting.

Herb Marlowe, Strategic Plan Facilitator, explained that an action agenda would be created and items requiring further discussion would be identified. He outlined the agenda for the session in the form of a Power Point presentation.

Mr. Marlowe asked each Councilmember to identify two critical topics the Town must address.

Council listed the following topics: public safety; finding water; making current finance and budget data available; economic sustainability; environmental concerns; balancing development; infrastructure repair; the Seminole Indian corridor; the airport expansion; and facilities expansion needs.

Regarding the public safety issue, Mayor Truex felt this had been a priority, but pointed out that police and fire rescue had become a bigger part of the Town's budget. While Mayor Truex did not favor joining a County system, he felt that options must be discussed with the public.

Councilmember Starkey felt that Council must discuss the possible effects of the impending property tax reform on municipal governments' ability to provide many services to residents. She also wanted to be sure that the Community Emergency Response Teams were adequately staffed and funded.

Councilmember Luis agreed with Mayor Truex that Council must consider other options for public safety, and noted that Public Works had a role in public safety as well.

Vice-Mayor Caletka thought that Council must have an emergency plan in case property taxes were significantly reduced. He agreed that residents did not want to rely on the County system and preferred town-based police and fire services.

Councilmember Crowley indicated that negotiating with the unions was one of the most time-consuming and difficult jobs Council performed. He felt a Charter Review Board should be created and one of the items they might want to discuss is asking residents if they wanted to use the County system based on the budget restraints. He indicated he was not personally in favor of this but the decision should be made by the voters.

Regarding the water and environmental issues, Councilmember Crowley felt the Town should enact year-round Phase I water restrictions, and that any new Town facilities should be built to green building standards. The Town should also encourage environmentally sound private development. To conserve water, Councilmember Crowley thought the Town could retrofit its existing system to stop water loss that might be occurring. Vice-Mayor Caletka pointed out that half of their water use was directed to landscaping, and suggested that all new development be required to have rain-sensing equipment. Councilmember Crowley thought the Town could start with their own facilities and parks. Councilmember Starkey wanted to encourage more Xeriscape landscaping. She also wanted to increase the Town's tree canopy by 15%. To help maintain their rural, country lifestyle, Councilmember Starkey suggested creating a rural ranch designation for property of 2.5 or more acres. Councilmember Crowley felt they must develop the Van Kirk wetlands parcel for additional water storage. Mayor Truex thought they were nearing a water crisis and the Town must expand their water facilities. Vice-Mayor Caletka was concerned about the quality of their water.

Councilmember Luis felt Council should consider a joint venture with Nova Southeastern University (NSU) and the Seminole Tribe to address water needs.

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Regarding finance issues, Councilmember Luis said that someone he wanted to appoint to the Budget Advisory Board had sent him a lengthy email describing problems, including a lack of current data and disorganized records in the Finance Department. Vice-Mayor Caletka remarked on the need for a strong leader in the Finance Director position. Councilmember Starkey thought this was a facility and an efficiency issue. She wanted to ensure that things were done in a timely manner, that reserves were maintained in preparation for a crisis, and that capital projects were monitored for timeliness and cost. Mayor Truex agreed that the facilities were lacking, but felt part of the problem was just the nature of government work. Councilmember Crowley wanted to begin the budget workshops as soon as possible. He also wanted the Comprehensive Annual Finance Report to be completed on time.

In preparation for when the legislature reduced funding, Vice-Mayor Caletka wished to see the reserves doubled. Councilmember Starkey agreed that reserves should be sufficient to provide three months' revenue to operate the Town in the event of a disaster. Councilmember Luis asked what the Town's reserve should be, and if the Town's current reserves were reasonable. Assistant Town Administrator Ken Cohen explained that there was no set ratio. He thought three months was reasonable, but this represented \$27 to \$30 million, which would take some time to amass.

Regarding economic sustainability, Councilmember Starkey felt they should develop the tax base in the Transit-Oriented Corridor (TOC) and the Regional Activity Center (RAC). Councilmember Crowley was concerned about having infrastructure in place before allowing additional development. Mayor Truex mentioned the possible impact on the tax base of property tax revisions, and pointed out that this demonstrated the need to balance commercial development with Davie's lifestyle.

Vice-Mayor Caletka said developers complained about delays in moving projects through the Planning and Zoning Division and wanted to be able to offer fast-tracking for projects. He favored additional development along 441 as a means to maintain their tax base.

Councilmember Starkey said developers sometimes claimed they must build to maximums to make their projects economically feasible, and she felt Council should not give in to this in any areas where they were not specifically trying to encourage development.

Councilmember Luis said when Council discussed affordable housing, they would be forced to consider higher density than they had in the past.

Mr. Marlowe asked if the Town had a development master plan. Mayor Truex said there was a land use plan.

Mayor Truex said he did not favor dictating what a property owner could do with his land. He also did not want to "sacrifice" one area of Town in order to preserve another. Councilmember Crowley wanted to be sure that any new development incorporated green building concepts.

Regarding affordable housing, Councilmember Luis thought the Town should work with the County and be flexible regarding density and impact fees to encourage affordable housing.

Vice-Mayor Caletka described his idea to have the Town purchase homes in foreclosure and sell them to qualified buyers without making a profit. Councilmember Starkey did not want the Town to become a "low income landlord" and suggested instead other incentives and programs be provided.

Regarding infrastructure, Council noted several components: water, sewer, drainage, schools, roads, parks, and trails.

Councilmember Luis knew that the first cuts to be made if state funds were reduced would be to parks, and said he did not object to corporate sponsorship for parks and trails.

Vice-Mayor Caletka wanted to improve the Town's relationship with County and State representatives, and suggested that office space be included for representatives in any new administrative facilities. Councilmember Starkey said she favored a new Town Hall, but also wanted the historical area

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preserved to retain their identity. Councilmember Luis agreed they must preserve historic areas. Mayor Truex wanted to be sure they stayed on track with the new fire facilities.

The meeting recessed at 10:51 a.m. and resumed at 11:05 a.m.

Mr. Marlowe asked Mr. Cohen what he felt the Town's most critical issue was. Mr. Cohen felt the utility infrastructure was most important and believed that utility regionalization was probably the way to go because it offered cost savings.

Other department heads stated what they felt the Town's critical issues were: economic sustainability that would allow them to provide the needed services; inter-departmental cooperation; adequate administrative infrastructure; a vision for the future; expansion of the commercial tax base; affordable housing; adequate utility infrastructure; preservation of historical areas; and creation of a new utility rate structure.

Mr. Shimun felt the Town needed a vision and a focus that all departments shared. He wanted Council to design this vision, and recommended creating a strategic plan that the entire community participated in developing. Once Council designed the vision, staff could implement it.

Mr. Marlowe asked Council to summarize two key ideas brought up by staff. Councilmember Crowley agreed that a strategic or master plan was needed. He did not feel that the comprehensive land use plan was strong enough.

Mayor Truex agreed with Mr. Shimun that a meeting of the community should take place, but he felt this would demonstrate the "impossibility of coming up with some cohesive community plan." He noted that the Town was a very diverse community and one cohesive vision would never be possible.

Councilmember Starkey said that everyone acknowledged the need for a master plan, but staff often became sidetracked with other issues. She felt the community was not conflicted regarding their perception of the Town because "they like embracing the past and respecting and preserving the past, and embracing the future... and how we can do both."

Vice-Mayor Caletka thought they must increase professionalism and cohesiveness in Town Hall, and pointed out that this would cost nothing.

Councilmember Luis felt Davie was "in a period of flux" with "the rural roots... the cowboy image, even if it's not realistic to what it was years ago." He was excited about the TOC, the RAC and the hospital that NSU wanted to build because these were good for the Town.

Town Clerk Muniz explained that a strategic planning process took months to develop and involved many segments of the community. He agreed with Mayor Truex that this would not result in identifying one unifying theme, but many. The strategic plan would help identify what these themes were, and would increase buy-in from the community.

Mr. Marlowe asked Council if they felt it feasible to continue open space investments given the possible future property tax changes. Councilmember Starkey said that the Town had a newly-approved \$25 million bond issue for open space and water body preservation. She felt open spaces added value to properties, and open spaces must be well planned in key locations for maximum utilization. Councilmember Luis felt open space was a long-term investment for future generations. He acknowledged that there must be a balance where Council must determine what they could afford. Councilmember Luis felt the bond issue showed great foresight on the part of the Council. Mayor Truex felt they could not develop parks at the same rate they previously had.

Vice-Mayor Caletka thought parks services might be the first reductions as a result of future budget restrictions. He stated that in his district, there were only two pieces of available land being acquired. Vice-Mayor Caletka noted that it was not mandatory that each district spend its entire allocation of funds, and suggested that any leftover funds be applied toward the debt millage.

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Mr. Marlowe asked staff to describe how Council could operate that would be helpful to staff in their jobs. Some suggestions from staff were: provide clear directions that were the result of Council consensus; donate 20 acres of land and \$75 million to construct a new water and sewer plant; maintain consistency from meeting to meeting; shorten meetings and designate special meetings for potentially contentious issues; prioritize budget items; recognize land use decisions; realize and appreciate the efforts that must be expended to accomplish goals that Council sets; recognize residents as citizens, part of an overall community, rather than as customers, who demand services at will; and respect staff's professional opinions.

Mr. Marlowe then asked Council what staff could do that would be helpful with Council doing their jobs. Some suggestions from Council were: recognize that one resident's input might represent many others; provide more open communication; foster mutual respect and "team spirit" among Town employees and Council; limit late meeting hours and/or reschedule contentious items; improve follow-through on Council directions; and request clarification or additional information when needed.

Mayor Truex apologized to staff and acknowledged that Council must put additional effort into accepting staff's professional opinions, and realize that staff was not trying to arbitrarily undermine Council's authority.

Mr. Marlowe suggested that the process for directing staff be formalized because staff should only follow directions agreed upon by a majority of Council. Councilmember Starkey thought that a tracking system needed to be created for Council ideas, suggestions and directions.

Council then responded to a series of questions using a keypad system to prioritize their suggestions.

Councilmember Crowley thanked Mr. Marlowe for facilitating the meeting and staff for their comments. Councilmember Starkey thanked staff for their candor and their efforts. Vice-Mayor Caletka thought staff was working better together which reflected positively to the residents, and invited them to be candid with Council. Councilmember Luis thanked staff for their efforts. Mayor Truex remarked that this had been a productive session and thanked staff for their efforts.

There being no further business to discuss and no objections, the meeting was adjourned at 12:56 p.m.

Approved _____

Mayor/Councilmember

Town Clerk